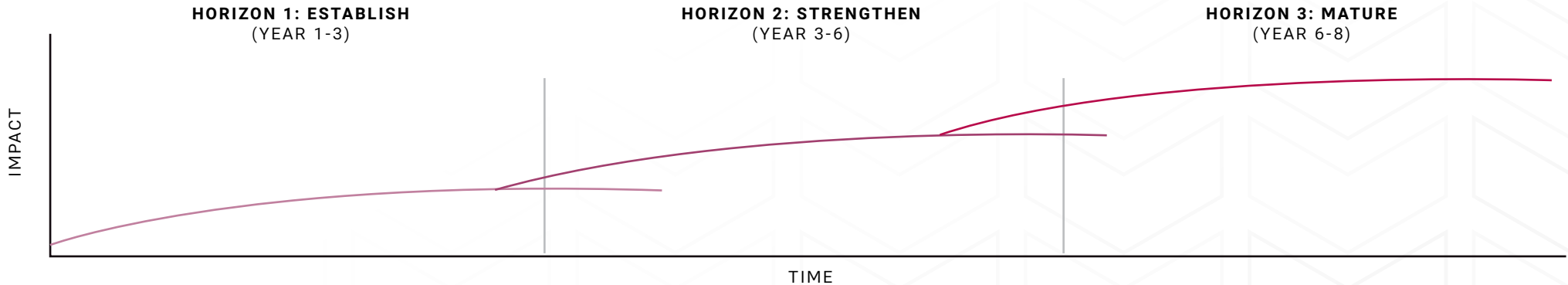


DELIVERY OF QRL'S INFRASTRUCTURE STRATEGY



THE INFRASTRUCTURE STRATEGY WILL BE REALIZED ACROSS THE NEXT 8 YEARS

HIGH LEVEL IMPLEMENTATION PLAN



	HORIZON 1: ESTABLISH	HORIZON 2: STRENGTHEN	HORIZON 3: MATURE
KEY OBJECTIVES	<ul style="list-style-type: none"> • Community clubs re-establish confidence in QRL's approach to infrastructure and funding • Buy-in from local government on QRL's preferred infrastructure guidelines resulting in more targeted grants and funding • Rugby League is 'top of mind' in community sport facility investment and competitive against other sports (e.g. AFL, Cricket) • Community clubs have baseline capability to secure funding – QRL to support 'feature' projects across all tiers • A majority of 'feature' and 'priority' projects have obtained funding and have reached the delivery phase 	<ul style="list-style-type: none"> • Refreshed QRL 'feature' and 'priority' projects based on latest gaps and needs analysis • Preferred infrastructure guidelines are uplifted to drive improved infrastructure quality across Queensland • Rugby League is the 'preferred' sports partner of choice for shared community sport facilities • Community clubs are the primary driver of external funding – QRL to primarily support large-scale 'feature' infrastructure projects, primarily for regional tier and above • Continued success in obtaining funding for rugby league infrastructure projects 	<ul style="list-style-type: none"> • Refreshed QRL 'feature' and 'priority' projects based on latest gaps and needs analysis • Rugby League is the 'preferred' sport for community sport facility investment in Queensland from government • Community clubs become de facto leads for securing funding for sub-state level infrastructure – QRL focuses funding effort on state and elite tier infrastructure • Continued success in obtaining funding for rugby league infrastructure projects and evidence of its impact on participation

ANNUAL REVIEW AND COMMUNICATION OF PROJECTS, PRIORITISATION AND FUNDING PROFILES



A HIGH-LEVEL IMPLEMENTATION PLAN FOR HORIZON 1 (YEARS 1-3) HAS BEEN DEFINED

HIGH-LEVEL IMPLEMENTATION PLAN – HORIZON 1

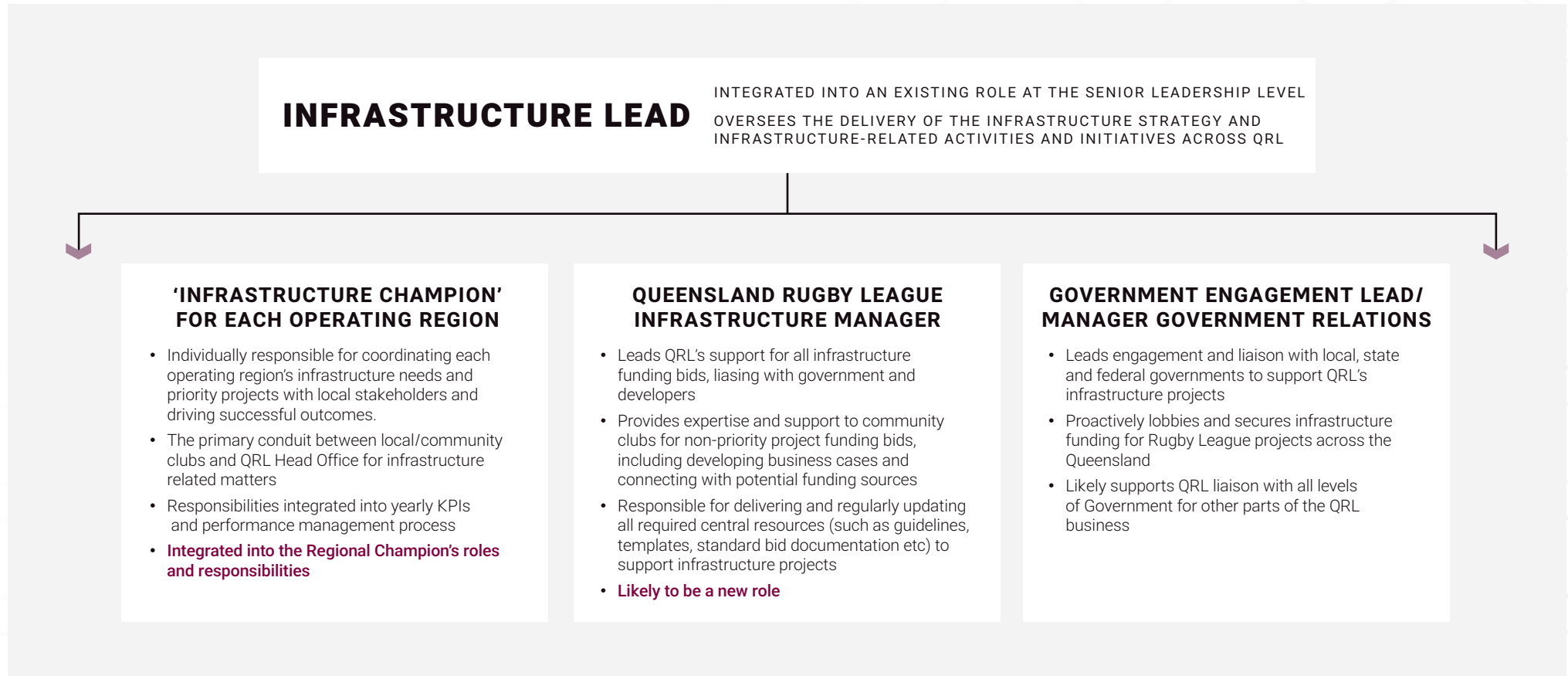


MAINTAIN EXISTING CAPACITY	1.1 REVIEW INFRASTRUCTURE NETWORK TO IDENTIFY MAJOR GAPS BETWEEN DEMAND AND CAPACITY
	1.2 RENEW INFRASTRUCTURE NETWORK TO ADDRESS CAPACITY GAPS AND TO ALIGN WITH INFRASTRUCTURE GUIDELINES
	1.3 EDUCATE ADMINISTRATORS AND CLUBS ON SUSTAINABLE FACILITY MANAGEMENT AND MAINTENANCE
CREATE ADDITIONAL CAPACITY	2.1 DEFINE RUGBY LEAGUE CAPACITY IN KEY GROWTH CORRIDORS & WHERE CAPACITY IS INSUFFICIENT TO MEET DEMAND
	2.2 PARTNER WITH OTHER SPORTS AND GOVERNMENT FOR 'GREENFIELD' PROJECTS
	2.3 EXPAND CAPACITY OF EXISTING FACILITIES AND PUBLIC SPACES INCLUDING SCHOOLS
INCLUSIVE FACILITIES	3.1 ESTABLISH BASELINE INCLUSIVE FACILITY REQUIREMENTS
	3.2 MANDATE ALL NEW QRL SUPPORTED DEVELOPMENTS MUST INCLUDE GENDER NEUTRAL (OR FEMALE) FACILITIES
	3.3 ESTABLISH THE 'INCLUSIVE FACILITIES FUND' (IFF) AS A CATALYST FOR COMMUNITY INVESTMENT
CREDIBLE TALENT PATHWAYS	4.1 ENSURE A CREDIBLE SUPPLY OF APPROPRIATE INFRASTRUCTURE ACROSS ALL COMPETITION LEVELS
	4.2 FIT FOR PURPOSE FACILITIES IN MAJOR PARTICIPATION AREAS FOR TALENT PATHWAY TEAMS
	4.3 DEVELOP A CENTRE OF EXCELLENCE AT QSAC TO SUPPORT DEVELOPMENT AND PATHWAYS
FUNDING & INVESTMENT SUPPORT	5.1 DEVELOP DETAILED PREFERRED INFRASTRUCTURE GUIDELINES AND CRITERIA
	5.2 ESTABLISH CENTRAL QRL RESOURCES (INCL. PEOPLE, GUIDELINES, TEMPLATES) TO SUPPORT INFRASTRUCTURE AND FUNDING
	5.3 ENGAGE WITH GOVERNMENT AT ALL LEVELS TO SECURE ADDITIONAL INVESTMENT FUNDING
	5.4 APPOINT 'INFRASTRUCTURE CHAMPIONS' FOR EACH MAJOR OPERATING REGION



INTERNAL QRL RESOURCES WILL NEED TO BE MOBILISED TO SUPPORT THE DELIVERY OF THE INFRASTRUCTURE STRATEGY

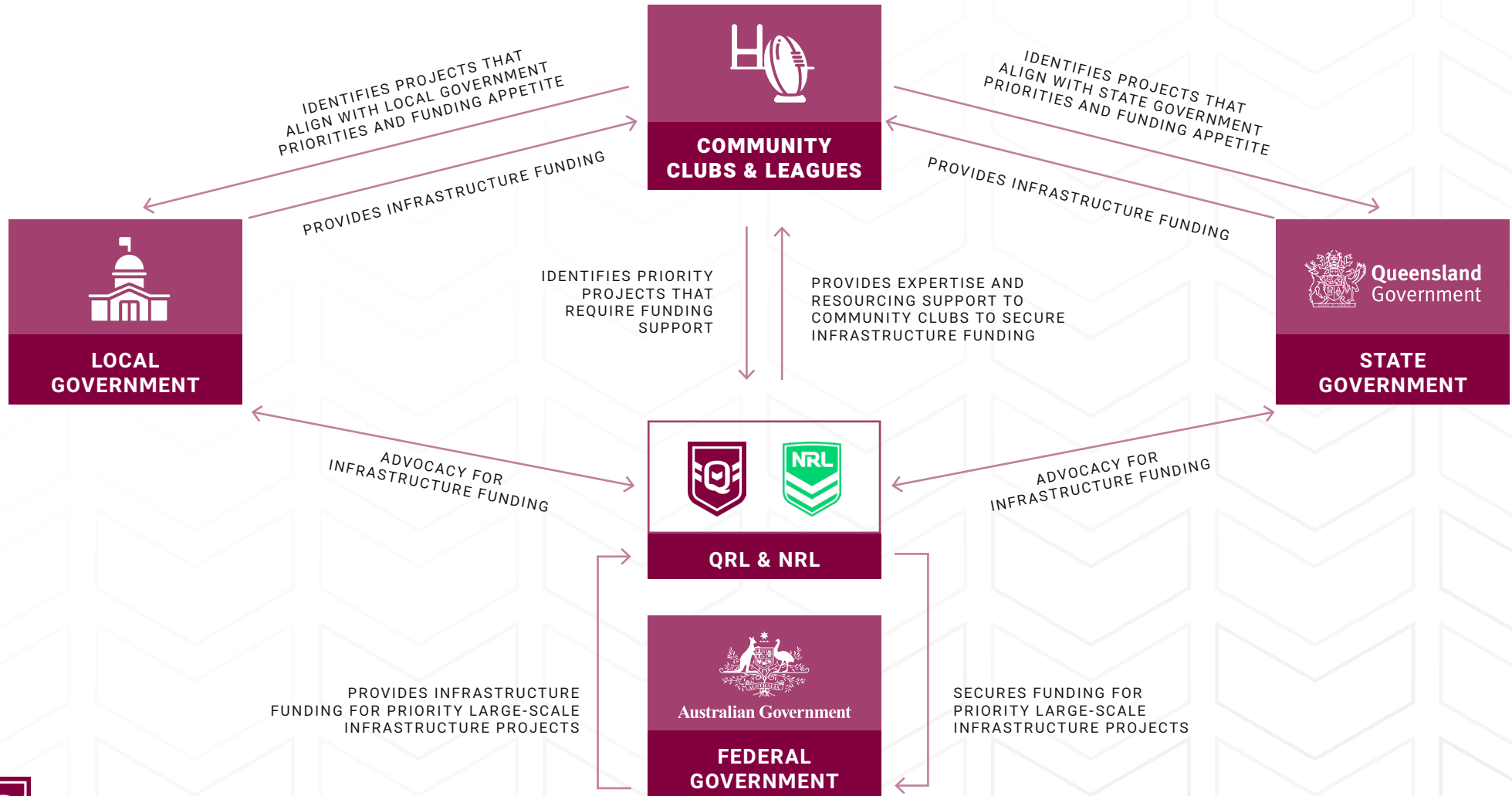
PROPOSED RESOURCING MODEL



› STRATEGY DELIVERY

MULTIPLE STAKEHOLDER GROUPS, INCLUDING THE QRL, COMMUNITY CLUBS AND GOVERNMENT, WILL NEED TO WORK TOGETHER TO REALISE THE STRATEGY

RUGBY LEAGUE INFRASTRUCTURE ECOSYSTEM



EACH STAKEHOLDER GROUP WILL HAVE A DIFFERENT ROLE TO PLAY THROUGHOUT THE INFRASTRUCTURE LIFECYCLE

INFRASTRUCTURE LIFECYCLE

	1. NEEDS IDENTIFICATION	2. SECURING FUNDING	3. DESIGN AND DEVELOPMENT	4. MAINTENANCE
COMMUNITY CLUBS & LEAGUES	<ul style="list-style-type: none"> Leads the process of identifying infrastructure needs Outlines these needs to the QRL for prioritisation and support 	<ul style="list-style-type: none"> Leads the process to secure funding for non-'feature' projects 	<ul style="list-style-type: none"> Leads (or provides significant input) on the design of facilities 	<ul style="list-style-type: none"> Supports the maintenance of infrastructure owned by Local/ State Government Maintains any infrastructure not owned and maintained by Local/State Government
QRL OR NRL	<ul style="list-style-type: none"> Undertakes state-wide and regional needs analysis Prioritises infrastructure needs across the state and regions Provides infrastructure guidelines to support gap analysis in infrastructure 	<ul style="list-style-type: none"> Leads the process to secure funding for QRL-designated 'feature' projects Supports Community Clubs and Leagues in securing funding for non 'feature' projects Leads engagement with Federal government to secure funding 	<ul style="list-style-type: none"> Establishes infrastructure guidelines to guide design 	<ul style="list-style-type: none"> Provides guidance and support to Community Clubs and Leagues on 'best practice' approaches to infrastructure and facilities maintenance
LOCAL GOV	<ul style="list-style-type: none"> Provides input on local infrastructure needs 	<ul style="list-style-type: none"> Primary source of investment funding 	<ul style="list-style-type: none"> Provides input on design based on local objectives and needs, and ensures development is within regulation 	<ul style="list-style-type: none"> Where possible, maintains infrastructure owned by Local Government
STATE GOV	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Secondary source of investment funding - provides investment funding for medium-scale projects 	<ul style="list-style-type: none"> Provides input on design based on State objectives and needs 	<ul style="list-style-type: none"> Where possible, maintains infrastructure owned by State Government
FEDERAL GOV	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Provides investment funding for large-scale projects 	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> N/A
THE EXACT ROLE OF LOCAL, STATE AND FEDERAL GOVERNMENT WILL VARY BASED ON THE SCALE AND NATURE OF THE INFRASTRUCTURE PROJECT				



COMMUNITY CLUBS WILL BE THE PRIMARY DRIVER OF THE LOCAL INFRASTRUCTURE AGENDA AND WILL PLAY A KEY ROLE IN OBTAINING FUNDING

ROLE OF COMMUNITY CLUBS

IDENTIFY INFRASTRUCTURE NEEDS TO BE ADDRESSED

- **Monitor the state of existing Rugby League infrastructure** through the completion of annual facility audits, and identify major gaps and opportunity areas that need to be addressed
- **Take a disciplined approach** to prioritising potential projects and focus effort on those with strong strategic alignment with the QRL Infrastructure Strategy

PRIORITISE QRL-IDENTIFIED 'FEATURE' PROJECTS

- **Work with QRL to understand the path forward to support the delivery of relevant 'feature' and 'priority' projects**
- **Work with the QRL in advocating for Local and State Government investment into relevant 'feature' and 'priority' projects**
- **Ensure alignment of local and QRL messaging** re infrastructure and funding priorities

ENGAGE WITH GOVERNMENT FOR FUNDING

- **Maintain strong relationships with Local and State Government** to ensure Rugby League infrastructure is top of mind
- **Identify specific local government agendas** and identify alignment with community club needs
- **Advocate to Local and State Government for other infrastructure projects** that are not on the QRL 'feature' project list to try and secure additional investment funding

COLLAB WITH OTHER SPORTS FOR SHARED FACILITIES

- **Connect with other local community sports organisations** and explore opportunities to partner and co-locate in shared community sports infrastructure
- **Co-design shared facilities with other local community sports organisations** and seek shared government infrastructure funding



ALL LEVELS OF GOVERNMENT HAVE A SIGNIFICANT ROLE TO PLAY IN WORKING WITH THE QRL AND COMMUNITY CLUBS TO DELIVER THE STRATEGY

ROLE OF GOVERNMENT



LOCAL

- **Recognise QRL's priority project list** and identify opportunities to support the delivery of these projects
- **Align future community facility investment with the QRL's infrastructure guidelines**
- **Engage with community Rugby League clubs** to understand infrastructure gaps and funding priorities
- **Establish ongoing communication with QRL and community clubs** on future growth issues and challenges, and seek collaborative solutions
- **Co-invest with Federal and State governments** on priority infrastructure projects
- **Match (fully or partially) QRL funding** for priority infrastructure projects
- **Incorporate Rugby League facilities (sole occupant or shared) into future community developments**



STATE

- **Recognise QRL's priority project list** and identify opportunities to support the delivery of these projects
- **Align future Rugby League investment with QRL's infrastructure guidelines**
- **Co-invest with Federal and Local governments** on priority infrastructure projects
- **Match (fully or partially) QRL funding** for priority infrastructure projects
- **Establish dedicated Rugby League grant programs** to enable continued investment and improvement in Rugby League facilities



FEDERAL

- **Support the QRL to deliver priority infrastructure** projects that deliver shared national outcomes
- **Support local government** to deliver local benefits and improved opportunities for communities to access Rugby League facilities
- **Co-invest with State and Local governments** on large-scale priority infrastructure projects



NEXT STEPS ARE TO SEEK ENDORSEMENT AND APPROVAL OF THE INFRASTRUCTURE STRATEGY AND COMMENCE IMPLEMENTATION

ONE

**SEEK IN-PRINCIPLE
ENDORSEMENT OF THE DRAFT
INFRASTRUCTURE STRATEGY
FROM THE QRL BOARD AND
INCORPORATE FEEDBACK**

TWO

**SHARE THE DRAFT
INFRASTRUCTURE STRATEGY
WITH THE BROADER QRL
COMMUNITY AND INCORPORATE
FEEDBACK**

THREE

**FINALISE AND PUBLISH THE
INFRASTRUCTURE STRATEGY**

FOUR

**COMMENCE DETAILED
IMPLEMENTATION PLANNING
FOR THE AGREED PRIORITY
INFRASTRUCTURE INITIATIVES
AND PROJECTS**

